

United States Department of Agriculture



**National Science
and Technology
Consortium**

Tools
to assist
The Conservation
Partnership
with the
“people aspects”
of
conservation
work

Social Sciences Institute

Product Catalog

January 2002

<http://www.ssi.nrcs.usda.gov/>

The Social Sciences Institute

Establishment

The Natural Resources Conservation Service established the Social Sciences Institute (SSI) in October 1995 in order to more fully integrate the social sciences into Agency programs and activities. The goal is to more effectively serve our rural and urban customers and to increase adoption of conservation.

Mission

The Social Science Institute integrates customer opinion and field work with science based analysis to discover how social and economic aspects of human behavior can be applied to natural resource conservation programs, policies and activities.

Vision

The Social Sciences Institute will be a recognized world-class leader in developing and transferring practical social sciences technology to assist in the productive, equitable, and environmentally sound use of our global natural resources.

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Technical Reports and Other Products

●001 - Social Sciences Institute (SSI) brochure

The mission and vision of SSI and general information about the Institute's activities.

●003* - Working with Asian and Hispanic Limited Resource Farmers and Ranchers - Technical Report Release 4.1

This guide provides a checklist to determine needs when working with limited resource farmers, as well as a bibliography of useful publications for serving limited resource farmers.

●004* - Empowerment in NRCS: What Works! - Technical Report Release 3.1

A profile of the characteristics of empowerment for employees and organizations that provides a better understanding of how the NRCS managers might empower their employees to more fully serve Agency customers.

●005 - Conducting Small Group & Focus Group Meetings - Resource Book Release 1.1

A tool to identify community leaders and their leadership styles that suggests ways to involve key people in the conservation process. Readers will learn how to identify features of group meetings and how to facilitate effective meetings.

●006 - Guidance for Soil and Water Conservation Districts in Setting Locally Led Natural Resource Priorities (Draft)

Provides soil and water conservation districts with guidance on involving farmers and ranchers, community residents, interest groups, community leaders, partners, and customers in identifying natural resource priorities in communities.

●007* - Stewardship, Spirituality and Natural Resources Conservation: A Short History - Technical Report Release 2.2

A history of stewardship and how it changed throughout the 20th century, and a view of the conflicting forces that will impact stewardship in the 21st century.

●008* - Process for Identifying Limited Resource Farmers and Ranchers - Technical Note Release 2.1

An explanation of five characteristics of limited resource farmers and ranchers and the process used to identify them.

●009* - Industrialization of Agriculture: Trends, Spatial Patterns, and Implications for Field Level Application

- Technical Report Release 5.2

One of two reports.

This first report is a description and set of maps that spatially illustrate the concentration of poultry, hogs, beef, and forestry operations by county. These factors are associated with county minority and poverty composition. *(This document is available only on the SSI website.)*

●010 - Industrialization of Agriculture: Case Study Lessons for the NRCS - Technical Report Release 6.0.4

This second report looks at industrialization through the eyes of NRCS field staff, Extension educators, producers, and others in the livestock and poultry industries in four counties in two southeastern states. Implications for NRCS and recommendations for field staff on working more effectively with producers on the issue of waste management in light of industrialization appear in this executive summary and accompanying full report.

●010A - Industrialization of Agriculture: Case Study Lessons for the NRCS, Executive Summary - Technical Report Release 6.1

The executive summary presents the main findings, implications for NRCS, and recommendations from the fieldwork report (Technical Report Release 6.0.4).

●011 - Interested in Better Wetlands?

The Iowa Association of Conservation Districts, in cooperation with the NRCS Social Sciences Institute and NRCS Iowa, surveyed Iowa farmers to determine their likelihood of adopting practices to enhance their wetlands. Results are reported in color graphs in a concise brochure. Included is a copy of the one-page survey which can easily be adapted by other conservation partnerships.

●012 - The Changing Roles of Women in Agriculture - article

While farms and the numbers of farmers are decreasing, women farmers and operators are growing in numbers. This article identifies characteristics, trends, and roles of women in agriculture. Authored by Social Sciences Institute staff, this article was published in *Women in Natural Resources*, volume 20, number 3, spring 1999.

●013* - Women in Agriculture: Changing Roles & Current Outreach Techniques

- Technical Note Release 3.2

Targeted to field staff, this technical note provides tips on identifying women landowners and operators and on reaching out to potential women customers. Contact information, including Web site addresses, is provided for women's organizations.

●015* - EQIP Funding for Historically Underserved Individuals and Groups

A briefing paper on why, in addition to increasing financial assistance to underserved populations through EQIP funds, issues of education, training, and technical assistance must also be addressed. Examples of successful initiatives are highlighted.

●016* - Conservation Partnerships: Indicators of Success - Technical Report Release 7.1

A summary of recent research that investigated indicators of success in watershed partnerships.

●017* - An Assessment of Sociocultural Factors Influenced by the Implementation of the Moloka'i Agricultural Community (MAC) Project, Moloka'i, Maui County, Hawai'i - Technical Report, October 1997

Successes and challenges to implementing the MAC project, a locally run program that dispenses Federal funds to low income farmers on Moloka'i, Hawai'i, are examined. Success factors are highlighted and continuing challenges to implement this popular program are discussed. This project is an example of a locally led conservation effort that provides an excellent "real-world" model, combining factors of customer needs with Federal natural resource conservation efforts.

●018 - Conservation and the 1996 Farm Bill - Social Factors Influencing Implementation of Programs - booklet and poster

This booklet and poster identify social obstacles and strategies to overcome the obstacles for CRP, EQIP, WRP, WIP, FPP and Grazing Lands. The materials were developed to include strategies designed to increase Farm Bill participation in each district by part-time farmers, absentee owners, and others.

●019 - Influence of Social Trends on Agricultural Natural Resources

As part of the third RCA, the Social Sciences Institute and RCA staff co-sponsored a symposium called *Influence of Social Trends on Agricultural Natural Resources*. The symposium produced a series of seven "working papers." Each "working paper" contains two or more separately authored papers along with a summary of the symposium. Overall, there are 19 papers. The authors, experts in their fields, not only summarize the current state of their topics, but also make forecasts 10 and 50 years into the future. Provided as a complete packet, working paper subjects include the following:

- Public Attitudes and Farmers' Perceptions
- Community, Social Capital, and Conservation
- Megatrends: Banking and Finance, and Biotechnology
- Property Rights, Conservation, and Ecosystem-Based Assistance
- National and State Perspectives
- Politics and the Environment
- Water Quality, Social Trends, and Future Policy

●020* - Talking Conservation: What We Say! What the Public Hears!

A qualitative report and executive summary based on focus group research. The purpose is to identify words and phrases that we, as conservationists, should use to maximize the public's understanding and support of conservation issues. This report was produced in conjunction with the public affairs office of the National Association of Conservation Districts (NACD).

●021 - Developing Your Skills to INVOLVE COMMUNITIES in Implementing Locally Led Conservation - brochure

The Social Sciences Institute, Michigan State University, and Michigan State University Extension have developed a training course. This training includes nine modules that can be tailored to fit your needs and budget. The brochure lists and describes the modules. (*See training section in this Catalog for further details about the modules*).

●023* - Definitions of Key Outreach Concepts

Available on the SSI web site, this electronic publication defines outreach, underserved customers, outreach strategy, limited resource farmers and ranchers, socially disadvantaged persons, and disadvantaged communities and groups.

●024* - Scientific and Technical Cooperation Program - International Travel Report

This report discusses a cooperative program of the Social Sciences Institute and partners in South Africa.

●025* - Guidebooks

These six guidebooks were developed in 1994 by the National Association of Conservation Districts, National Association of State Conservation Agencies, and the Natural Resources Conservation Service.

- 025A* Building Alliances
- 025B* Reaching Out to Minority Farmers
- 025C* Information Gathering Techniques
- 025D* Media Relations
- 025E* Conflict Management
- 025F* Leadership Identification and Group Dynamics

The guidebooks are also included in Product #006 *Guidance for Soil and Water Conservation Districts in Setting Locally Led Natural Resource Priorities*.

●026* - The Leader in You Training Tapes Brochure

Everyone can be a leader! This brochure lists the available *The Leader In You* training tapes and provides a description of each 2-hour tape. These tapes are for people at all levels of The Conservation Partnership who are interested in enhancing their leadership skills. Nationally known authors and experts provide training. Distribute this flyer to staff, directors, and Earth Volunteers of NRCS, district, and state conservation agencies. (*Each tape is available for a two-week viewing period*).

●027 - Performance Highlights from the Social Sciences Institute - brochure

A review of the performance of the Social Sciences Institute and shows a study of products and services requested (June 1999).

The Ingredients of a Successful Partnership

●Impact

A successful partnership increases real productivity and adds value to its endeavors.

●Intimacy

A successful partnership develops a level of trust that does not come easily to most organizations. There is a focus on the common good.

●Vision

A successful partnership has a compelling picture of what it can achieve and how it is going to get there.

Getting Partnering Right
Rackham, Friedman, & Ruff

●028* - Grass Roots Planning - Local Solutions for Global Issues: The Otter Lake Story

A success story of a locally led conservation initiative in Illinois.

●029* - Grass Roots Planning - Local Solutions for Global Issues: Hard Rain, Hard Choices

Shows how the use of the rapid resource appraisal technique can help a community assess its natural resources conservation issues.

●030* - Environmental Justice: Perceptions of Issues, Awareness, and Assistance - Technical Report Release 1.1

This report discloses information received from nearly 750 randomly selected people in the southeast and south central regions who consented to be interviewed on their knowledge of environmental justice issues, regulations, and services. The data suggests that minority populations can identify environmental issues and that low-income populations tend to be unaware of NRCS services. They are more likely to rate the quality of service lower than higher income populations.

●031* - Voluntary and Regulatory Approaches: What is Necessary in Conservation Today?

This report addresses the major issues surrounding the value of voluntary and regulatory approaches to natural resources conservation. It compares some of the environmental, social, and economic costs of the two approaches.

●032* - Core Conservation Practices: Adoption Barriers Perceived by Small and Limited Resource Farmers—Executive Summary

The executive summary presents the main findings of the fieldwork report and lists key NRCS actions that can be undertaken to overcome cited barriers.

●033* - Core Conservation Practices: Adoption Barriers Perceived by Small and Limited Resource Farmers

This report addresses the adoption of the “Core 4” conservation practices by small and limited resource farmers. Findings from a survey of 834 small and limited resource farmers in Alabama, Georgia, and Mississippi are summarized. The report examines such sociological variables as education, income, knowledge, and farm size relative to adoption patterns among African American and Caucasian small and limited resource farmers. Barriers to the adoption of the “Core 4” are also identified. (*Available at the SSI Web site as a link from Product #032 Executive Summary.*)

People, Partnerships, & Communities

Fact Sheet Series

The purpose of this series is to assist The Conservation Partnership with the “people aspects” of conservation work. The format allows a quick overview of a topic or procedure, and there is enough information provided so that you may begin working with that topic at a basic level. Most issues are 2 to 4 pages in length. This series is also available on the SSI

Website at: <http://www.ssi.nrcs.usda.gov/>.

COLLABORATIONS AND COMMUNITY BUILDING

PPC

Number

- 9 Methods to Identify Community Leaders XX
- 15 Community Action Planning: A New Leadership Paradigm XX
- 16* Managing Change and Transition
- 17* Requesting and Preparing for a Meeting with a Community Leader
- 18 Understanding How Non-Profits are Structured and Organized XX
- 20 Developing and Maintaining a Network XX
- 21 Understanding Community Power Structures XX
- 22* Defining Communities: An Issue Based Approach
- 30 Sustaining Momentum in Your Locally Led Conservation Team XX
- 43* Working with Community Leaders
- 44* Social Profile

NEGOTIATION SKILLS

PPC

Number

- 4* Alternative Dispute Resolution
- 6* Listening Skills
- 12* Conflict Management
- 13* Dealing With Difficult People
- 28* Stress Mastery
- 35 Identifying and Working with “Bad Actors” XX
- 40* Social and Professional Skills to be Effective with Small Farmers
- 42* Gaining Trust with Small Farmers

ECONOMICS

PPC

Number

- 8 Economics Service Networks: Making Economics Easier to Use (*March 2002*)
- 36* Using Budgets in Conservation
- 37* Using Cost Estimates in Conservation
- 38* Cost Effectiveness Analysis

CONSERVATION PLANNING

PPC

Number

- 2* Reading the Land: How to include historical information about farms in conservation plans
- 7* The Adoption-Diffusion of Conservation Technologies
- 11* Prioritizing Issues or Concerns: Using the Paired Comparison Technique
- 14* Designing Surveys for Conservation Activities
- 23* Human Aspects of the Conservation Planning Environment
- 24* Conducting “Rapid Resource Appraisals”
- 41* Barriers and Strategies for Small Scale Producers

COMMUNICATIONS

PPC

Number

- 1* Focus Groups
- 3* Looking Good on Television
- 5* Running Effective Meetings
- 10* Running Public Meetings
- 19* Creating Effective Relationships with the Media
- 25 Using Demographics to Understand Communications XX
- 26 Understanding Cultural Differences XX
- 27* Delivering Effective Presentations
- 29* Social and Physical Aspects of Meetings and Conferences
- 31 Exhibiting: A Tool To Reach Technology Transfer Goals XX

Web Based Products

Social and Economic Data Access Web Site

*<http://www.ssi.nrcs.gov/>
(select Social and Economic Data link)*

This site provides conservation professionals with direct access to over 200 social and economic data fields organized at the county level. These data have been drawn from multiple sources and the site enables the user to select the geographic area they are interested in (national, regional, or state) and then select those variables that they want to browse or download. The variables are taken from the 1997 Agricultural Census, the 1997 estimates of the General Population Census, and special agricultural data runs done for NRCS by the National Agricultural Statistical Service. With this Web site, conservationists do not need to go to three or four sources, download data in different formats, and then try to piece together the different data sets.

In addition to the data, the site offers or will offer online training, access to thematic maps, and tools to help conservationists build several kinds of profiles describing their area of interest.

ProCosts (Profits and Costs)

*<http://www.ssi.nrcs.gov/>
(select the Economics link)*

This application allows Internet-based economics services, such as profit and cost estimations, to be delivered. Version 1.0 was released in May 2000. Version 1.1, which includes online rotational crop budget and investment analysis, was released in April 2001. A new Web site, backed by this application, will be released for beta testing in the second quarter of 2002. For further information, contact Kevin Boyle at: kevin.boyle@usda.gov.

Cost Effective Analysis (IWR-Plan)

*[http://
www.wrsc.usace.army.mil/
iwr/software/software.htm](http://www.wrsc.usace.army.mil/iwr/software/software.htm)*

This decision support software application has been designed to assist conservation planners and analysts carry out cost effectiveness analysis for area-wide conservation planning. The software uses Windows 95/98/NT. This application can be downloaded at the Web site and includes extensive instructions explaining how to use the IWR-Plan.

Ecosystem Valuation

*[http://
www.ecosystemvaluation.
org/](http://www.ecosystemvaluation.org/)*

This site introduces the background economics of ecosystem valuation. There is coverage of valuation methods, discussion of the limitations to dollar-based valuations, and explanations of how ecosystem functions generate the services that people value. In addition, the site suggests paths to follow for developing benefit "indicators" to better understand natural resource values. The Web site has been built in a collaborative effort among the Resource Economics and Social Sciences Division, Social Sciences Institute, National Oceanic and Atmospheric Administration, and the University of Maryland.

Social Sciences Institute Web Site

<http://www.ssi.nrcs.usda.gov/>

In addition to the products in this section, a wide variety of the Social Sciences Institute's print products are available at the SSI Web site. Look for products in this catalog with an asterisk (*) by the product number.

Applied Environmental Psychology

<<http://www.ssi.nrcs.usda.gov/SSIEnvPsy/nrcs/index.shtml>>

Environmental psychology is the study of how people perceive and interact with their environment, as well as the examination of ways people can develop more compatible relationships with the environment. Sometimes these relationships have strong biological roots and other times they are a product of experience and culture.

Applications of environmental psychology for the NRCS include:

- evaluating and measuring attitudes toward the environment
- exploring the link between an individual's attitudes toward the environment versus their actual behavior
- exploring the cultural significance of specific species such as eastern black walnut in rural Missouri communities
- designing tools to help prioritize issues and concerns for individuals
- developing techniques to help a conservationist learn more about the nature of their community members.

Applied tools and projects included in the Web site are:

- Paired Comparison Tool - to help prioritize issues and concerns
- Research and information about using the paired comparison technique
- SEQUOIA scale - four-factor scale designed to measure environmental attitudes
- Ongoing Environmental Psychology Research - Attitude and Behavior Research highlights include Pacific Northwest sustainable agriculture eco-label survey work and American Black Walnut research.

Locally Led Conservation Tools

The NRCS Social Sciences Institute has a variety of tools to help you with your locally led conservation initiatives. See items in the *Training* section.



Self-scoring Evaluation Procedure

<http://www.ssi.nrcs.usda.gov/ssi/C_Training/A_Introduction.htm>
(Select TR001)

This self-scoring evaluation procedure, also available on CD (*see Training #T02SS*), asks respondents how they are implementing or plan to implement a locally led conservation plan. Questions explore the areas of community attributes, stakeholders, community issues, community profiles, consensus building, conflict, and diversity. Responses to these questions help identify the strength of the respondent's skills relative to those needed to implement successful locally led plans. An overall score is provided along with scores for each of the 9 training areas (modules). A weak score in a module identifies an area for further training. Future training can then be customized for one or more modules to meet the respondent's needs or the combined needs of the planning group. The instrument on the web site suggests requesting training through your state's social sciences coordinator.

Training Courses

T02 - Developing Your Skills to INVOLVE COMMUNITIES in Implementing Locally Led Conservation

The NRCS Social Sciences Institute, Michigan State University, and Michigan State University Extension have developed a 9-module customized training program to help you and your organization acquire skills to implement locally led conservation programs. Module workshops can be shortened or lengthened to meet customer needs and to allow for extensive interaction.

For each of the 9 modules in this curriculum the materials are provided in both of the following formats:

1) Printed materials

- Teaching guide with leader information
- Program overview
- Module objectives
- Pre and post tests
- List of equipment needed
- Timeline
- Speaker's notes
- Activities
- Handouts and references
- Handout masters for duplication
- Transparency masters for duplication

2) 3.5" floppy disk with *Microsoft Word Office 97* for each module includes the hard copy materials previously described.

and

3.5" floppy disk with *Microsoft PowerPoint 4.0* for each module include(s): PowerPoint Presentation with slides and note pages for the presenter, and PowerPoint pages for participant note taking.

The following products were developed to optimize the usefulness of the modules. The video illustrates the modules in a broad context while the self-scoring evaluation procedure helps an individual or team select specific modules based on individual needs.

T02V - Video Overview of the Locally Led Conservation Planning Process

This 20-minute video outlines the locally led conservation process in relation to the roles played by The Conservation Partnership. It also shows where the sociologically oriented modules fit into the broader view of the locally led process. Successful training efforts for locally led conservation planning are highlighted.

The video contains interviews with officials from NRCS and the National Association of Conservation Districts. Planning sessions in urban and rural settings and the art of community involvement are observed. The video

provides the *big picture*, while the modules teach participants the details of how to profile communities, identify and prioritize issues, share community power, develop networks, work in multicultural environments, facilitate groups, and manage conflict.

T02SS - Self-scoring Evaluation Procedure

This self-scoring evaluation procedure is on a CD and is also available at the SSI Web site. Respondents are asked how they are implementing or plan to implement a locally led conservation plan. The system includes questions about community attributes, stakeholders, community issues, community profiles,

consensus building, conflict, and diversity. Responses to these questions help identify the strength of the respondent's social skills relative to those needed to implement successful locally led plans.

After completing the evaluation, respondents receive feedback on how well they are planning and implementing their locally conservation plan. The score is apportioned into the same categories as the training modules. If a score in a module area indicates that significant improvements are needed in an area of planning, then the respondents might consider scheduling a training session with the State social sciences coordinator or State training officer in the appropriate module(s).

The 9 Modules of Locally Led Training - T02

Module - **T02A** **The Nature of Community**

How to build interest in conservation by defining and understanding the nature of community. Tools are provided for determining the potential and actual impacts of environmental policies and progress.

Workshop length: 4 hrs. 15 min.

Module - **T02D** **Addressing Community Issues**

Learn to develop strategies for tackling community issues. Explore new ways of working effectively with community groups.

Workshop length: 1 hr. 55 min.

Module - **T02G** **Networks and Collaborations**

Focus on understanding community collaborations, looking for partners, and developing teams.

Workshop length: 2 hrs. 40 min.

Module - **T02B** **Community Issues Identification**

Participants learn to identify communities of interest, their constituents, and constituent issues in order to more successfully involve communities in conservation planning.

Workshop length: 4 hrs.

Module - **T02E** **Power in Communities**

Enhance your understanding of forms of power and participation. Learn to identify and access community power structures.

Workshop length: 2 hrs.

Module - **T02H** **Effective Community Facilitation**

Learn facilitation skills that help build a sense of community and solve problems.

Workshop length: 2 hrs.

Module - **T02C** **Community Profiling**

This module helps you use demographics to profile your communities, document community needs, and support funding requests. “Paint a picture” of where the communities have been, where they are now, and where they are headed.

Workshop length: 3 hrs. 20 min.

Module - **T02F** **Preparing to Work with Underserved Audiences**

Participants will learn strategies to create a multicultural environment where differences are recognized, understood, and appreciated, ensuring the participation of all groups as a requisite for successful locally led conservation initiatives.

Workshop length: 6 hrs. 20 min.

Module - **T02I** **Conflict Management**

Learn to identify positive and negative aspects of conflict. The goal of the module is to help you to help others achieve consensus.

Workshop length: 1 hr. 50 min.

T01 - Social Aspects of Outreach Training Course (Pilot)

The Social Aspects of Outreach is a 2-day training course that highlights social science based strategies on how to work with underserved groups. It is designed for field staff or others who work directly with underserved groups. This course also provides pre and post tests, census data, case studies, and exercises.

Eight modules are offered:

- Introduction and Overview
- Barriers to Participation in Conservation Activities
- Adoption and Diffusion of Conservation Technologies
- Community Overview and Identifying Customers: The Big Picture
- Community Information Gathering and Profiling: The Local Picture
- Leadership Skills
- Strategies to Overcome Obstacles
- Bringing It All Together

T04 - Consultation with American Indian Governments

This training course, offered through the National Employee Development Center, emphasizes effective and appropriate government-to-government relations with sovereign Indian nations. The cultural, social, legal, and historical background of the government-to-government relations is discussed and used as a context for establishing sound consultation between the NRCS and Indian nations.

T03 - The Adoption and Diffusion of Conservation Technology

The Adoption-Diffusion (A-D) model can be used to describe, explain, and predict human behavior relative to “getting conservation on the ground.” This training course outlines and discusses the key elements of the A-D model. The course examines the stages of adoption; the role of information, information sources, personal, farm structure and practice; and community characteristics. The obstacles to adoption are discussed along with key points to remember when applying the model.

The training aids for the course include a narrative script, class activities and instructor notes, a 22-slide PowerPoint presentation, and a student workbook containing handouts and a case study.

Social science coordinators, field staff, and members of The Conservation Partnership who want to use social sciences information to increase participation in program and locally led activities will benefit from this training course. The course materials have been designed for ‘stand alone’ use by field staff.

Workshop length: 8 hrs.

The Leader In You

Training for The Conservation Partnership

A Self-Paced Leadership Development Opportunity

The Leader in You training program is designed to enhance the skills of individuals at all levels of The Conservation Partnership. If you were unable to attend a *The Leader In You* satellite seminar, here is your opportunity to do so!

This leadership development training from nationally known authors and experts is available to you at no cost. The video tapes listed are available for loan only by staff and directors of the sponsors listed at the bottom of this page. Contact your NRCS training coordinator or social sciences coordinator to borrow a tape and to obtain handouts and certificates of completion for *The Leader in You* series. Videotapes are also available from the National Association of Conservation Districts and the Social Sciences Institute (SSI). SSI loans tapes for a 2 week period, including shipping time. Most training videotapes are 2 hours in length.

Videotapes by top-notch presenters providing cutting-edge information are listed in the following categories:

- Communications, Collaborations, and Community Building
- Leadership Development
- Negotiation Skills
- Managing Change
- Marketing

•NRCS State and Regional Training Officers

•Social Sciences Institute

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Phone: (509) 334-1823
Fax: (509) 334-3453
capacity@nacdn.net

Communications, Collaborations, and Community Building

#10 Putting Power, Punch, and Pizzazz into Your Presentations

Trainer: Robert Pike, author of the best selling *Creative Training Techniques*.

Robert Pike has taught over 100,000 people worldwide how to improve their presentation techniques to generate more energy, create greater involvement, and reinforce key concepts more quickly. This is not a seminar of theory, but of solid, practical, and immediate how-tos. From the minute the program begins, you will learn effective techniques you can use immediately.

#14 The One to One Future: Building Relationships One Customer at a Time

Trainers: Martha Rogers and Don Peppers, authors of *Enterprise One to One: Tools for Competing in the Interactive Age*.

This seminar's information is based on the premise that successful marketers will build customer share, not market share. Identify and get to know your most valued customers and interest them in supporting conservation initiatives through "mass customization."

The Leader In You training initiative is sponsored by the NRCS Social Sciences Institute in cooperation with the National Association of Conservation Districts, the National Conservation District Employees Association, the National Association of State Conservation Agencies, and the NRCS National Employee Development Center.

***Collaborations and
Community Bulding
continued...***

**#15 Networking for
Success**

Trainers: Beverly McIntosh and Harvey Mackay, author of *Swim with the Sharks: How to Outsell, Outmanage, and Outnegotiate your Competition*.

Participants will learn how to network effectively in a competitive environment. In addition, this seminar describes salesmanship, customer service, and negotiation.

**#28 Tribal Warfare
in Organizations**

Presenters: Peg Neuhauser, President PCN Associates and author of *Tribal Warfare in Organizations*, and Ray Bender, Vice President and Research Director for the Gartner Group's North American Executive Program.

This seminar, based on the book *Tribal Warfare in Organizations* by Peg Neuhauser, takes an entertaining look at the turf battles between professional groups. Using an anthropological approach, trainers Neuhauser and Ray Bender guide participants through a process where they develop profiles for various groups in their work setting. (Available May 2002)

Leadership Development

#4 Just in Time Leadership: How to Lead an Organization Through a Period of Transition

Trainer: Stuart R. Levine, CEO of Dale Carnegie Training and co-author of the international best-seller *The Leader in You*.

Levine coaches you on how to lead your watershed or other organization through transition, build strategies based on research, and enhance creativity through cross-functional teams.

#11 The Rise of the Phoenix Organization

Trainer: Dr. James Belasco, author of *Flight of the Buffalo*.

Becoming a phoenix organization requires knowing how to locate present and future opportunities, build real teamwork, and develop solid organizational, personal, and management principles. Dr. Belasco teaches a new formula to deliver superior customer service to create an environment of security and success.

#12 Connective Leadership: Managing Diversity and Interdependence

Trainer: Dr. Tean Lipman-Blume, author of *The Connective Edge: Leading in an Interdependent World*.

Learn how to maximize the benefits of interdependence and diversity in the workplace with a new approach to leadership.

#17 Leadership Techniques for Project Managers

Trainer: Nancy Mercurio, owner and president of Leadership Training Systems.

Ms. Mercurio examines effective techniques for leading a project, teaching and guiding others, building teams, learning to listen productively, minimizing conflict, and meeting deadlines without stress.

#20 Shall We Dance? Creating Alliances and Mergers That Work

Trainer: Lorraine Segal, author of *Intelligent Business Alliances* and founder/partner of The Lared Group, a Los Angeles based alliance management consulting firm.

Segal addresses the high failure rate of alliances and identifies ways alliance members can avoid failure. Participants will learn how to create and define success in alliances and how to manage and mediate within alliances.

Leadership Development continued...

#21 Women in Leadership: A Business Imperative in Today's World

Presenter: Rebecca Shambaugh, President and CEO of Shambaugh Leadership Group and founding principal of Women in Leadership and Learning.

Shambaugh will stimulate your thinking about new and effective ways women can develop and build their leadership skills and those of the organizations and communities they serve.

#23 Beyond Management to Dynamic Leadership

Presenter: Scott Sherman, President and CEO of EnVision Inc., Chairman of the Executive Committee in Southeast Florida, and co-founder of The Professional & Business Forum, Inc.

Sherman addresses how leadership truly differs from management. He challenges the typical view of management and provides participants with new concepts of leadership, enabling managers to empower, challenge, and motivate those around them.

#22 The Rookie Manager

Trainer: Panel format, produced in cooperation with the American Management Association.

The panel provides real world information for inexperienced

managers. Issues discussed include delegating for higher production, gaining acceptance as the boss, and achieving high performance.

#24 Supercharger 2001: Motivating the Motivators

Presenter: Frank Ingo, president of Ingo Productions, Inc., a Tampa, Florida based firm producing educational and entertainment products and programs.

In a dynamic presentation, Ingo, an award-winning educator and entertainer, discusses how to motivate yourself and others toward success. He challenges participants to realize their self-worth and what they can offer to their organization through concepts like the "Four Ps: Purpose, Passion, Pride, and Principle." Participants will also learn how to "charge, recharge, supercharge, and stay charged" for success.

#25 Leadership

Presenter: Warren Bennis, professor and founding chairman of the Leadership Institute at the University of Southern California.

Organizations are rapidly moving away from a hierarchical top-down structure and evolving into flat organizations with networks, federations, clusters, and cross-functional teams. Within these new structures, there must be a collaboration between leaders and associates. Bennis discusses a new style of leadership and the success factors associated with it.

#27 Change and Leadership

Presenter: Tom Peters, author of *In Search of Excellence*, and the more recent Series50 books on reinventing work.

As the business world keeps evolving, leadership becomes increasingly important. Tom Peters, described as business' "best friend and worst nightmare" by *Business Week*, offers a new approach to the changing times in which "you must put yourself in harm's way a dozen times a year or go helplessly stale." Learn how to be an effective leader through specific competencies like strategic thinking, business instinct, and constant innovation which in turn will lead you beyond survival to success.

#30 Strategy in the New Competitive Landscape

Presenter: C. K. Prahalad, the Harvey C. Fruehauf Professor of Corporate Strategy and International Business at the University of Michigan Business School.

A new view of strategy focuses on value creation and the influence of a changing competitive landscape. The forces of deregulation, technological and industry convergence, emerging markets, "outsourcing," and the Internet are creating a new competitive dynamic. This is "a new game with new rules." Natural resources managers need to rapidly learn to understand and compete in this new environment. (*Available July 15, 2002*)

Negotiation Skills

#1 Negotiation Skills: The Key to Managing Your Career

Trainer: Scott Brown, co-author of *Getting Together: Building Relationships While You Negotiate*.

Brown teaches practical skills to increase your confidence in the negotiations you conduct every day. Learn to negotiate effectively through difficult situations, from angry customers to personal issues.

#13 Since Strangling Isn't an Option.... (New Version of "Resolving Conflicts With Ease")

Trainer: Sandra Crowe, author of *Since Strangling Isn't an Option*.

The elements of successfully dealing with difficult people and conflict in all types of situations are outlined in this seminar. You will learn to move through difficult situations with ease, power, and the strength to feel confident.

#19 Negotiating with Confidence

Trainer: Ed Brodow, leading expert on negotiation. Clients include McDonald's, Microsoft, and AT&T.

This seminar focuses on the key elements needed for successful negotiations. Learn personality traits of successful negotiators and discover how to turn negotiation into collaboration where the needs of both parties can be met.

#29 Since Strangling STILL Isn't An Option: Managing Difficult People

Presenter: Sandra Crowe, program director for the National Capital Speaker's Association.

Trainer Sandra Crowe has updated the popular program "Since Strangling Isn't an Option," to reflect a changing world. Participants will learn to move through difficult situations with improved ease, power, and strength so they feel confident in the process. (Available June 15, 2002)

#6 Sacred Cows Make the Best Burgers

Trainer: Dr. Robert J. Kriegel, author of *If It Ain't Broke...BREAK IT* and *Sacred Cows Make the Best Burgers*.

This seminar is for people who deal with customers or are in management positions in an organization experiencing rapid change. Learn "Break-It" thinking and where to look in your organization for areas in need of a change. Also learn how to be a leader, not a manager; a coach, not a cop.

Managing Change

#2 The Secret of "Real Change": Not What You Think

Trainer: John R. Katzenbach, co-author of *The Wisdom of Teams: Creating the High Performance Organization* and *Real Change Leaders: Lessons From a New Breed*.

As changes occur at the corporate, state, or federal level, managers must respond. In this seminar, Mr. Katzenbach defines four essential principles of corporate change management and how "Real Change Leaders" are influential in managing this change.

#5 The Coming Age Wave: Implications for the Future of Work, Marketing, and Sales

Trainers: Dr. Ken Dychwald, psychologist and best-selling author of *Age Wave*. Maddy Kent-Dychwald is one of the nation's most insightful and engaging spokespersons on consumer preferences.

This program discusses the current and future lifestyles and consumer preferences of baby boomers and maturing adults. It offers insights into how baby boomers' generational experiences and values set them apart from older and younger cohorts; how the workplace will be affected by an aging workforce and how new products and services will arise to meet needs.

Managing Change
*continued...***#9 Building Nimble Organizations for Turbulent Times**

Trainer: Daryl R. Conner, author of *Managing at the Speed of Change*.

An indispensable guide for people looking for a proven process to help meet today's challenges of turbulence and change with confidence. *Building Nimble Organizations for Turbulent Times* will fundamentally shift the way you view change in your organization and increase your capacity to manage projects involving transitions of any type.

#26 Stress Mastery

Presenter: Todd Nelson, president/owner of the Tree of Life Wellness Center, the largest naturopathic clinic in Colorado.

Our level of stress in the workplace directly affects our productivity, as well as our mental and physical health. Nelson will increase your awareness of common sources of stress and what you can do in response. Learn how to reduce pain and tension due to work stress, as well as develop relaxation techniques.

Marketing**#3 Swim with the Sharks: How to Outsell, Outmanage, Outmotivate, and Outnegotiate Your Competition**

Trainer: Harvey Mackay, author of *Swim with the Sharks Without Being Eaten Alive*, a New York Times best-seller for 54 weeks.

Mackay shares the secrets of how to develop more productive relationships and survive the ever-changing job market. He offers tips that will further your understanding of customer service, management, and negotiation.

#18 Achieving Excellence Through Customer Service

Trainer: John Tschohl, labeled the "quality service guru" by *Time* and *Entrepreneur*.

Improve the performance of your staff by developing a culture that delivers superior customer service. Learn how to become a true service leader, the practical ways to change attitudes and performance of your entire staff, and how service recovery can be a powerful tool for your staff and your customers.

#8 It's About Sales: Develop Selling Skills - Even If You're Not In Sales!

Trainer: Molly Breazeale and Daniel M. Handley, *Dale Carnegie Training*.

Success in today's competitive market requires a whole new set of skills - concrete, practical techniques to establish rapport and create solutions. This seminar will teach you how to better understand customer needs, and to develop strategies that build critical relationships in your community, state or region.

#16 Capitalizing on Electronic Commerce: Utilizing the Internet to Meet Customers' Needs (Dec. 1998)

Trainer: Garrison Krause and guests discuss how to deploy the power of the Internet to improve your bottom line.

Participants will learn which Internet business segments are profitable and why, as well as how to build a framework for an Internet site while keeping in mind the extent of opportunities and threats the Internet poses.

#7 Be Direct!: Make Your Direct Marketing Pay

Trainer: Lester Wunderman, *Wunderman, Cato, Johnson*.

Whether you want to increase district tree sales, enhance attendance at your field day or seminar, or attract partners to your locally led conservation initiative, this seminar is for you. Learn the 19 secrets for successful direct marketing from the man who coined the phrase "direct marketing."

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008*	023*	032*		LIY-7	LIY-22
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Traditional community problem-solving methods are not sufficient to meet the needs of The Conservation Partnership. As our population has become more diverse and the issues facing the Nation more complex, we have had to explore new ways of doing business. Implementing locally led conservation initiatives is one example.

To effectively work with a wide variety of organizations, agencies, and communities today requires a shift in how we perceive change. In addition, it requires a significant change in how we perceive leadership.

The Social Sciences Institute strives to help its customers develop the knowledge, skills, and ability to bring together diverse people in their communities to work together in efforts that help people conserve, maintain, and improve our natural resources and environment.

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